

ADMINISTRATIVE - INTERNAL USE ONLY

DD/S 68-0107

09 JAN 1968

MEMORANDUM FOR: Deputy Director of Personnel

SUBJECT : Recruitment Brochure

1. Attached hereto is a draft of the proposed recruitment brochure which bears both my notations and those of the Executive Director. This is perhaps more convenient since both our comments are on the same paper.

2. As you know the brochure has been in the mill for some months and this represents about the fourth version of the brochure. Please put this in final draft form and let me review it before it is circulated to the Executive Director and the Deputies. I think it is about time we settled on a final version and this appears to be the best version of what we will be able to produce.

SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Director  
for Support

Att.

DD/S:RLB:ksd (9 Jan 68)

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Preparation of the Brochure

The writers of the present text are recent graduates of their respective universities who have an accurate notion of the thinking of today's college student. From this standpoint, the writers have attempted to compose a text which is concise, complete and, above all, relevant to the student reader.

The primary focus of the text is that of answering the probable questions of the student concerning the responsibility, organization, function and needs of CIA. Secondly, the presentation is geared to arouse interest sufficient to result in the initiation of an application for employment.

The writers have approached the subject matter from a positive viewpoint, de-emphasizing matters which are thought to be comparatively ineffective as selling points.

For example, small mention is made of clandestine operations and the possibility of compromise or convictions of the CIA employee. These topics are perhaps unstimulating to the somewhat idealistic student. In addition, the use of words having an undesirable connotation, e.g. super-power, exploitation and clandestine political action, have been avoided regardless of context. Instead, more positive factors, such as CIA's importance to the nation, the interesting

nature of its work, and its need for diligent, effective personnel, are stressed.

Perhaps most importantly, no attempt has been made to argue with, or apologize to, the critics of CIA.

## Introduction

In international affairs, intelligence is knowledge and foreknowledge-- fact and estimate. In war, it is knowledge of the enemy without which there is no victory. In peace, it is that knowledge of the world about us which is essential to the preservation of peace. Always it is a never-ending quest for an accurate and objective understanding of men and events throughout the world. It is the support of policy, the prelude to decision, and the guide to action.

The importance of the intelligence mission to the nation places a heavy premium upon the character and the abilities of those who engage in it. The Central Intelligence Agency needs young men and women of character, intellect, and dedication who are interested in having a part in this mission.

## The Responsibility of CIA

It is the responsibility of the Central Intelligence Agency of the United States to collect, digest, collate, and interpret the vast amount of intelligence information from all over the world necessary to the President of the United

States in making the decisions required of him in times of peace or national peril. This is a proud responsibility. The CIA is the central U.S. intelligence agency. To serve the President it has access to all other intelligence in the United States. The Agency is responsible to the President and also serves the National Security Council.

The Central Intelligence Agency, an independent agency of the Federal Government, was established by Congress under the provisions of the National Security Act of 1947. It is responsible to the National Security Council of which the President of the United States is Chairman. The Council's primary mission is to appraise U.S. objectives, commitments, and risks in the light of our ability to achieve our objectives, and to reach decisions on national policy and courses of action.

The mission of the CIA, therefore, is to provide the President, the National Security Council, the Secretaries of State and Defense, and other senior (national security) advisors with a central source for intelligence information and to provide the most accurate, most comprehensive and the most objective infor-

mation available about matters which interest our Government, together with whatever we can learn or project about possible impending developments.

The need for such a centralized non-partisan intelligence service was dramatically and tragically exposed on December 7, 1941, at Pearl Harbor and was made all the more real by the threat posed by the rapid spread of international communism shortly after the close of World War II.

#### Organization

Since other departments and agencies within the Federal Government produce intelligence for their respective needs, the creation of the CIA in 1947 provided a coordinating agent for the Executive Branch. This coordinating function of the Agency insures that the President and the national security advisors receive the total intelligence picture and prevents needless duplication among the various agencies.

The other governmental intelligence organizations work closely with the CIA within the framework of the U.S. Intelligence Board, whose Chairman is also the Director of the Central Intelligence Agency. The Director of the CIA is (therefore) the principal advisor on foreign intelligence to the President and the National Security Council.

The Production of Intelligence

Intelligence work has always been much more complex than it appears to be in the stereotypes of movies, novels and sensational journalism. It is important, therefore, to separate fact from fiction in discussing the role of CIA in American society.

The Central Intelligence Agency accomplishes its vast responsibility through a process known as the intelligence cycle. This cycle is a continuous process, beginning with the drafting of information requirements, followed by the location and utilization of information sources, and leading finally to the dissemination of the intelligence report or estimate to the national policy-makers. Large amounts of information in many forms and from a variety of sources comes to the attention of the <sup>2</sup>analysis staffs in CIA, specifically trained in and alerted to the recognition of items of intelligence value that are deserving of coding, classification, and filing for ultimate incorporation in a definitive research document. This collected information, after analysis from a variety of viewpoints--political, economical, and cultural--is augmented by further research in order to produce a synthesis of information that is comprehensive,



up-to-the-minute, and relevant to the specific needs of the consumer. CIA's facilities and techniques for the indexing, abstracting, translation, storing, and retrieval of information and data are second to none.

The importance of the intelligence process is exemplified in referring to a situation which began developing early in 1962, when, from countless sources, reports of Soviet military aid to Cuba came pouring in. It was necessary to sift and verify a deluge of data, and, after receiving additional reports from reconnaissance apparatus, it became apparent to American intelligence analysts that a massive increase in Soviet military aid to Cuba, including the installation of surface-to-air missiles, was under way.

The rest is history. Having accurate knowledge of the Soviet-Cuban operation, President Kennedy was enabled to make the decision best suited to the welfare of the United States. Without accurate, efficiently produced intelligence, formulated not by a spectacular triumph of espionage, but by an enormous amount of painstaking work, the decision could not have been made.

#### An Aid to Decision

? | CIA has been called "the invisible government," but it is clearly not invisible, and it is certainly no government. For intelligence is the servant

of the United States Government, not its master. CIA undertakes to do only what the authorities direct it to do. CIA, despite its role in intelligence operations, is the only national security agency not primarily devoted to policy ? and action. Its primary end products are information and judgment; it endeavors to give the policymakers the unvarnished truth, good or bad.

The job of CIA is never static. Its varied tasks in a complex world situation offer challenges which can be found in few other activities within or outside of Government.

#### Challenge and Opportunity in CIA

The prime need of the Central Intelligence Agency is for young men and women who have a strong sense of history and are aware of the forces of economics and politics. The Agency is interested in individuals who are intelligent, resourceful, and personable, willing to accept responsibility, to serve at distant posts if need be, and to devote their talents and energies to tasks which often must remain unavowed or anonymous. They should be strongly motivated by a desire to participate as a ~~a~~ citizen<sup>s</sup> in a public service vital to the security of the United States.

Intellectual Resources

The CIA needs scientists, economists, linguists, mathematicians, historians, artists, lawyers, editors, administrators, librarians, experts in every aspect of communications and data processing. Among the sciences, the most challenging of questions are put to physicists, chemists, anthropologists, sociologists, and many others. Only the best trained combination of intellectual discipline, impersonal objectivity, and imaginative insight can answer these questions usefully. We require, and therefore help develop, a wide variety of technical skills ranging from new applications of computer technology to new techniques for determining dimensions of an object in a photograph. Our great concern with mastering the world languages has led us to pioneer in experimental linguistics and language training. There is no intellectual discipline and few skills which are not continually needed.

Academic Fields of Primary Interest to CIA

The effectiveness of an intelligence organization is determined by the quality of its research and the accuracy and clarity of its reporting. Persons selected for PROFESSIONAL RESEARCH ASSIGNMENTS in CIA bring to the Agency a

configuration of knowledge and experience in all of the academic disciplines related to intelligence. The ECONOMIST, GEOGRAPHER, FOREIGN AREA SPECIALIST, MATHEMATICIAN, PHYSICAL SCIENTIST, the ENGINEER all find a particular role in the development of intelligence.

CIA's responsibility for research, analysis, and the preparation of reports on FOREIGN ECONOMIC SYSTEMS involves the measurement of aggregative economic performance or detailed research on various sectors of foreign economies: major industries, transportation, communications, agriculture, international trade, finance, etc. For these assignments, graduate students in the following disciplines are sought: ECONOMICS, ECONOMIC HISTORY, ECONOMIC GEOGRAPHY, AREA STUDIES, INTERNATIONAL TRADE.

Closely related to economic intelligence research are competence in GEOGRAPHY and CARTOGRAPHY. Graduate students in geography whose curriculum has embraced cartography on a foreign region are prepared for assignment in this category, in research analysis, and preparation of reports and maps concerned primarily with environmental characteristics of foreign areas. Candidates must possess competence in the language(s) of the area, adequate, that is, for

research. Factors pertinent to political, military, and economic activities are studied in the course of individual, problem-oriented projects.

Research of a different character is performed in other components of the Agency. One component requires research sensitivity to developing trends and the ability to synthesize political, economic, and military intelligence in support of judgments regarding the intentions and capabilities of foreign governments. The ability to write or make oral presentations clearly, rapidly, and succinctly is requisite to the professional standards of this office whose reports often go directly to the highest policy level in the government. The preferred graduate courses of study for this organizational element are AREA STUDIES, INTERNATIONAL RELATIONS, POLITICAL SCIENCE, ECONOMICS, HISTORY, and ANTHROPOLOGY.

The impact of SCIENCE and TECHNOLOGY on all aspects of human existence makes it mandatory that our government be aware of scientific progress in all parts of the world. SCIENTIFIC INTELLIGENCE is an integral part of the total intelligence process.

CIA employs SCIENTISTS, ENGINEERS, and TECHNICIANS at several stages of the intelligence cycle. Space technology and missile systems are the objects of intensive study. The art and science of photogrammetry are employed in the critical

interpretation and analysis of aerial photographs, and, here, CIA requires GEOLOGISTS, GEODESISTS, GEOGRAPHERS, FORESTERS, ARCHITECTURAL and CIVIL ENGINEERS, and talents in the GRAPHIC and ILLUSTRATIVE ARTS.

The ELECTRONIC ENGINEER may work in one of the communications media so vital to the continuity of the intelligence process.

The PHYSICAL and BIOLOGICAL SCIENTIST may be a member of the research staffs responsible for surveying foreign scientific literature, from which meaningful inferences as to the nature and purposes of foreign research can be drawn.

7 Singularly active in the use of COMPUTER SCIENCE for management applications, scientific and engineering calculations, and information retrieval, CIA offers MATHEMATICIANS, SYSTEMS ANALYSTS, COMPUTER PROGRAMMERS, and ELECTRONIC ENGINEERS career opportunities in its unique and progressive data processing complex.

7 Understandably, the intelligence cycle must look to its administrative support arm to keep all of its human and mechanical elements functioning efficiently and effectively. The Agency career fields found in this major activity seek out the LAW graduate, the BUSINESS AND PUBLIC ADMINISTRATION major, the MEDICAL OFFICER and MEDICAL TECHNICIAN, the PERSONNEL MANAGEMENT specialist, the

COMMUNICATIONS ENGINEER and his technicians trained in wireless transmission, reception, and maintenance. LOGISTICS support embraces SUPPLY, TRANSPORTATION, MARKETING, CONTRACT NEGOTIATION, and other skills. BUDGET and FISCAL activities, ACCOUNTING, AUDITING, and RECORDS MANAGEMENT constitute other support career specialties, and, finally, the CIA depends upon its professional SECURITY OFFICERS for maintaining the high level security and integrity required of all Agency personnel and the security of its facilities, buildings, and operating procedures.

#### Programs of Entry

The broad areas of activity into which entering candidates will find themselves drawn includes Administration, Intelligence, and Scientific and Technical Developments. As new members of the organization begin to find themselves-- by developing evidences of special interests and capabilities, and by discovering preferences for various kinds of work--they are encouraged and given special training. Their progress can be as rapid as their will and capacity to move ahead. The CIA has a continuing need for careerists.

#### Career Training Program

The Career Training Program is directed toward graduate students, college seniors, and young graduates who are now employed in other fields but who want

to build new careers in intelligence. It provides for one- or two-year periods of basic training and controlled on-the-job assignments before permanent transfer into one of the Career Services. In the case of men, prior military service is desirable.

Appointments to the Career Training Program are based on a candidate's general intelligence, academic record, leadership potential, physical and emotional fitness, and aptitude for foreign language studies. He has a better chance for selection if he is enrolled in graduate study and has travelled abroad.

A candidate who is not appointed to the Career Training Program at the time of his recruitment may apply for appointment after he has accumulated on-the-job seasoning. Such employees in fact make up a significant part of each new Career Training class.

#### Specialists

Other types of career employment opportunities exist in many different disciplines and areas of occupational specialization. These individuals are selected from among college graduates and persons holding advanced degrees, with initial salary being adjusted to their education and experience qualifications.



Provision is made for full participation in CIA's career development program, which includes orientation and Agency training for duties. Opportunity exists for publication in many of the disciplines concerned. Employment is centered in Washington, D. C. with opportunity for occasional travel and periodic orientation trips to geographic areas of research.

Career Service Program

When appointed, each employee is assigned to a Career Service which includes the field of vocational interest in which he is most likely to develop and advance his career. Provision is made for the individual's transfer to another Career Service if his professional growth or the changing needs of the Agency would better be served.

Each Career Service is administered by a board of senior officials who make decisions affecting promotion, assignment, training, and other career development actions for each member of the service. Board decisions are based upon performance, estimates of potential, the needs of the Agency, and the member's stated preferences.

### Continuous Training

On-the-job and formal training of employees throughout the early and mid-career stages of their employment is given special attention. The CIA has an exceptionally fine laboratory for foreign language instruction--on or off the job. Professional training is given not only with the CIA but also at other Government training establishments and at private academic institutions, several of which cooperate with the CIA in its training program. If special assignments require, professional training for employees is subsidized at other government schools and at academic institutions at government expense. An employee's work-week may be rescheduled to allow him to take courses offered only during the normal working day. Professional employees are permitted to attend professional meetings and maintain standing in their professions.

### General Information

The CIA is exempt by statute from many provisions of law governing the Federal Civil Service, and has developed its own procedures for employment and career development. However, CIA employees participate in Civil Service retirement, life and health insurance, and leave programs, and are paid in accordance with Civil Service pay scales.

The Central Intelligence Agency is an Equal Opportunity Employer for all qualified personnel. It does, however, impose certain requirements with regard to security in the hiring of its employees.

#### Vacation, Sick and Military Leave

CIA employees enjoy the normal benefits and privileges of government service which include annual leave computed according to the length of governmental service (including military service). In addition to eight national holidays a year, employees with less than three years of government service earn 13 working days a year. After three years but less than fifteen years, he earns 20 days of leave a year. After fifteen years vacation leave increases to 26 working days a year.

Sick leave for all employees accumulates at the rate of 13 working days a year. This leave accumulates without limit and offers a degree of security.

Agency employees in a reserve military status are encouraged to take two weeks training duty. This leave is in addition to regular annual leave for vacation purposes and is with pay. Reserve officer units of the Army, Navy, Marine Corps and the Air Force are sponsored by the Agency.

#### Salaries and Promotion

Starting salaries depend upon education, previous work experience, and the

type of work for which one is selected. Generally, college graduates enter in the Civil Service pay grades of GS-6, -7, -8, or -9.

Agency employees receive periodic evaluations of their performance and potential, and these evaluations are reviewed jointly by the individual and his supervisor. Promotions are competitive in each career field and are based upon a careful review of all aspects of performance and recognized potential. Overseas tours for either brief or extended periods are essential in some career fields. In others, overseas duty is not required, but opportunities for service abroad are often available.

In addition to the many educational and cultural advantages derived from living in the Washington, D. C. area, the Agency makes available a variety of social, athletic and cultural activities to its employees.

#### Conclusion

Whether you begin your intelligence career as a Career Trainee, a specialist, or in some other capacity, you will experience the challenge of engaging in interesting and satisfying work which contributes significantly to the welfare and security of our nation. As a profession, American intelligence is relatively young; however, a great many lessons have been learned, principles of method and procedure have been identified, and techniques and skills established. Very

importantly, means and methods of teaching this professional knowledge to newcomers have been developed.

The CIA officer is a conscientious holder of the public trust. With added responsibilities has come an importance in government which no intelligence officer has previously experienced. Never has he been so influential--or so conspicuous--as he is today. ? - (policy maker?)

You will find that nothing is considered more essential in the Agency than the careful selection, training, growth and development of its people. If you are interested in Government service and in devoting your best efforts to this vitally important field, you can be assured that CIA will encourage your progress in its organization.

#### How to Apply

Because of the nature of its responsibilities, CIA must conduct an extensive investigation of the character and qualifications of each applicant who is tentatively selected for employment. Therefore, it is important that you apply well ahead of the desired date of entrance on duty with the Agency. There are three ways to apply:

1. Those who are in college may see the Placement Officer and request an interview with the CIA representative who visits the campus from time to time.

2. Any applicant may write to the Central Intelligence Agency, Office of Personnel, Washington, D. C. 20505, enclosing a resume of education and experience and asking for application forms.
3. Any applicant may visit the CIA Recruitment Office, Ground Floor, Ames Center Building, 1820 North Fort Myer Drive, Arlington, Virginia.  
  
No appointment is necessary for an interview during weekday business hours. Employment inquiries may be made, however, by calling Area Code 703, 351-2028.

ACADEMIC FIELDS OF PARTICULAR INTEREST TO CIA

Major Degree Fields

Some Typical Duties

Chemistry  
Engineering  
Physics  
Biological Science

Research, design, and development of technical devices, equipment, and systems in support of intelligence, or analysis and evaluation of the performance capabilities of foreign devices, equipment, and systems.

Mathematics  
Computer Science

Computer application in support of scientific and technical intelligence, or mathematical application to photogrammetry.

Cartography  
Geography  
Geology

Research and analysis of the physical and cultural aspects of foreign areas, or research and compilation of data leading to the preparation of special subject maps; analysis and interpretation of photography of intelligence value.

Economics  
Economic Geography  
International Trade

Collection, research, and measurement of aggregative economic performance, or sector performance, of foreign economics.

Accounting  
Business Administration  
Public Administration

Administrative management and support of world-wide intelligence activities.

Library Science

Reference, acquisition, cataloging; maintenance of a vast collection of foreign and domestic publications and documents in support of intelligence research.

English  
Foreign Area Studies  
History  
International Relations  
Journalism  
Law  
Political Science  
Linguistics

Collection, evaluation, research, and analysis of the political, historical, and social dynamics of all foreign countries and areas of the world.

Psychology

Psychological support and research; advisory and consultative services in the selection and utilization of professional personnel.

Stenographer/Typist

Any Degree; for young women interested in overseas service early in their careers, there are excellent opportunities for qualified stenographers and typists to give clerical and semi-administrative support to intelligence activities.

NOTE: This list is by no means all-inclusive. Further, as personnel requirements are filled or modified, the Agency's recruitment emphasis upon one discipline or another, or upon certain combinations of disciplines, may change.